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The Democratic Mistake. By ARTHUR GEORGE SEDGWICK. New York: Scribner, 1912. 8vo, pp. ii+217. \$1.00 net.

This little volume contains seven somewhat distinct yet related essays on American government and politics. The first essay, "Government by Design," brings out the principle that the success of popular government depends on effective responsibility for the performance, by the agents of government, of the tasks imposed upon them. The second lecture, "Responsibility," discusses the nature of this governmental phenomenon. It is regarded as a check placed by ourselves upon ourselves for the general welfare as against individual advantage.

The "Democratic Mistake" is defined as the method of securing responsibility by popular election of officials at short intervals. The disadvantages of this system are contrasted with the advantages to be secured by concentration of responsibility and secure tenure, through what we know as the short ballot. The fourth lecture, "Patronage and the Machine," brings out the commonly known workings of the well-organized political machine such as Tammany Hall. It is shown how this system of spoils tends to destroy personal responsibility in government. The lecture on limitations deals with the system of checks and balances in this country and the increasing extralegal power of our courts. The most important limitations, however, are those which are imposed by nature and within which all governments must live. In his final lecture, on the suffrage, the author questions the efficacy of so-called direct legislation and direct primaries as a means of securing responsibility to the people. These devices may, he asserts, overthrow responsibility by being worked so frequently that the average voter will lose interest, and the nomination or law in question will remain the product of the machine.

Works Management. By WILLIAM DUANE ENNIS, M.E. New York: McGraw-Hill Book Co., 1911. 8vo, pp. ix +188. \$2.00 net.

If the present alarming fecundity of writers on scientific management is to be permanent and if the business man is forced by the pressure of competition to keep up-to-date by perusal of these writings, we shall presently witness the anomaly of enforced neglect of business to insure its success. There is fear that future generations looking back with wonder and astonishment upon this era will lack words for characterization. Much writing and little thinking seems not to carry its own condemnation. "This book," our author says, "is admittedly sketchy, incomplete, in some phases elementary; but one man may contribute what he best can. And every man should."

This estimate of his own book by the author is indeed accurate and cannot be improved upon. It purports to present a philosophy of industrial management (or an art); the principles of bookkeeping, depreciation, and cost accounting; an outline of industrial organization; and a consideration of the rates of